

MAY 23 1958

NEW YORK STATE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS
A UNIT OF THE STATE UNIVERSITY OF NEW YORK
CORNELL UNIVERSITY
ITHACA, NEW YORK

DEANE W. MALOTT, PRESIDENT
M. P. CATHERWOOD, DEAN

May 22, 1958

To: Theodore Leskes
Mildred H. Mahoney
Milo A. Manly

Dear Friends:

I took off considerable time and went over carefully the comments upon our report made by Dr. Milligan and Mr. Lett. It seemed to me that, in order that our report be a completely independent, objective and honest report, I should limit my reactions to only two types of comments or criticisms by Dr. Milligan or Mr. Lett; namely,

- (a) Corrections of statements of facts, or corrections of recommendations that are based on ignorance of facts, and
- (b) Corrections of statements for the purpose of clarifying our position.

Just as the DAD is a public body, so, too, are we a public body, for our time and expenses are paid for by the State of New Jersey, and we are performing an official function. It seemed to me, therefore, that we have no right to change our report only because there may be differences of opinion between us, on the one hand, and Dr. Milligan and/or Mr. Lett on the other hand. It is obligatory on us not to trim our report because of diverse criticism from them where the criticism reflects only differences of opinion as to value judgments.

COPY

Leskes, Mahoney, Manly-42

May 22, 1958

With these guideposts in mind, I undertook the task of rewriting our report in the light of the comments by Dr. Milligan and Mr. Lett, and I proceeded to make such changes in our report as would fall within the operating limits set forth above.

I am sending you herewith a copy of the revised draft. What I have done is not binding on anyone. You are free to react in accordance with your own private judgment.

I have talked with Dr. Milligan on the telephone and have suggested to him that a meeting be scheduled for June 4 or 5 in New York City, at the office of Mr. Leskes, and he is going to get in touch with each of us about the time and place. Those of us who can come to the conference can bring to that conference our views with respect to the revised draft of the report. Those who will not be able to attend ought to send me their comments, observations and suggested changes, if any, as soon as possible. In any case, we ought to have a written or oral record showing the action of every member of the investigating board, for the report ought to be that of the board -- factually and morally.

I don't know how I ever let myself in for this special task of getting out a final report, for I find myself facing difficult and sensitive issues; but I am in the thankless position, and must see it through.

With kind regards, I am

Sincerely yours,

Milton R. Khorvitz
Professor of Industrial
and Labor Relations
and
Professor of Law

MEK:ael
Cc: Milligan & Lett

Lett
Jones:
Confidential

May 26, 1936

Dr. Milton R. Konvits
New York State School of
Industrial and Labor Relations
Cornell University
Ithaca, New York

Dear Dr. Konvits:

After reviewing the draft of the report I would like to suggest a couple of points that I feel would add emphasis in the area of compliance and make more of a separation in the report between improvements that could be effectuated under present conditions and those projected into the future.

I call your attention to my report at our original meeting wherein Mr. Lett's duties were discussed. I feel that too much detail is being handled by Mr. Lett. With a housing program evolving, servicing a police-training program and supervising the compliance division, it is remarkable that anyone gets the service that it does. However, since the first two are essentially individualized operations and the third involves other operatives in addition to the supervisor, it is essential that greater efforts be expended on the latter in order to maintain a proper flow in the overall operation of the entire compliance division.

I, therefore, suggest that Mr. Lett require his immediate assistant, Itham Jones, to take more responsibility in the compliance department processing of cases i.e. work with the field representatives in completing investigations and preparing a summary of each case preparatory to a closing conference in which Lett, Jones and the field representatives should participate. This would mean that approximately once a week cases via a summary and discussion could be approved for closing or directed into further investigation or mediation.

I do not feel that John Milligan should attempt to devote more of his time to staff operations except where he sees the need thereof in his proper overall supervisory role.

May 26, 1956

I am not too concerned over the detailed classifying of cases by counties, etc. I feel the use of statistics should determine what data should be gathered and the public just does not bother with detailed breakdowns. ✓

As for annual conferences, I have found that when such regular conferences are sponsored by a government agency they soon evolve into a review of the same items with the same faces present mostly friends of the agency in the first place. I prefer the idea of the 15th anniversary conference then wait about five years and have a 20th anniversary. ✓

I am heartily in accord with the projected additions to the staff such as a research director, and full time legal counsel. In fact I feel that additional staff is needed to help in the housing and police training fields so that individuals can become specialists in these areas and promote to the fullest this aspect of the work. This also would further the idea expressed in relieving Harold Lett of detail in the compliance division. The addition of staff under the supervision of Harold Lett to work in housing and police training would enable him to do a much bigger job of overall planning and promotion of program. As to utilizing the legal counsel as supervisor of the compliance division I do not see this as a "must" but should depend on the overall person regardless of whether he had legal training. I would consider legal training a help but not a necessity. ✓

These are my only comments on the tentative report. I am still amazed at how you could take our scattered expressions and record them so completely.

I am also enclosing a copy of my original statements. In fact I thought I had left it with you only to find it in my papers upon returning to Harrisburg.

Sincerely yours,

Milo A. Manly
Deputy Director

Encl.

MAN:pj